

**ENVIRONMENTAL MANAGEMENT ADVISORY BOARD  
to the  
U.S. DEPARTMENT OF ENERGY**

**PUBLIC MEETING MINUTES**

**NOVEMBER 12, 2019**

## **PARTICIPANTS**

### Environmental Management Advisory Board Members:

David Abelson, Abelson Partners  
Mark D. Fallon, Envirocon  
Amy Fitzgerald, City of Oak Ridge  
Jane Hedges, Consultant  
Carol Johnson, Consultant  
Randall Jostes, Environmental Liability Transfer, Inc.  
Elliott Laws, Crowell & Moring LLP  
Josiah Pinkham, Nez Perce Tribe  
Timothy Runyon, Consultant  
Shelly Wilson, Longenecker & Associates

### Board members not present:

Jack Craig, ATKINS Nuclear Secured  
Diahann Howard, Port of Benton  
Kimberlee Kearfott, University of Michigan  
Frazer Lockhart, Stoller Newport News Nuclear  
Nicole Martinez, Clemson University  
Tracye McDaniel, McDaniel Strategy Ecosystems  
James Rispoli, Project Time & Cost, LLC  
Robert J. Thompson, Energy Communities Alliance

### Department of Energy Participants:

William “Ike” White, Senior Advisor to the Under Secretary for Science  
Betsy Connell, Associate Principal Deputy Assistant Secretary for Regulatory and Policy Affairs  
Mary Kruger, Acting Director, Regulatory, Intergovernmental and Stakeholder Engagement  
David Borak, EMAB Designated Federal Officer  
Jared Bierbach, Office of Regulatory Compliance  
Alyssa Harris, Contractor Staff, Office of Intergovernmental and Stakeholder Programs

## MEETING MINUTES

### Opening Remarks

The Environmental Management Advisory Board (EMAB or Board) public meeting was convened at 2:00 p.m. ET on Tuesday, November 12, 2019 via conference call by EMAB Designated Federal Officer Mr. David Borak. Mr. Borak welcomed all attendees and reviewed the logistics of the call.

Mr. Borak also reminded attendees that any registered lobbyists must identify themselves when speaking during the public comment session. He encouraged those interested in learning more about the EMAB and its past work to visit [www.em.doe.gov/emab](http://www.em.doe.gov/emab). The meeting was open to the public and conducted in accordance with the requirements of the Federal Advisory Committee Act.

### Remarks from Senior Advisor to the Under Secretary for Science

Mr. White thanked the EMAB for serving the Department of Energy. He thanked Ms. Carol Johnson and Mr. Jack Craig for agreeing to serve as the EMAB Chair and Vice Chair, respectively.

Mr. White acknowledged the US Department of Energy (DOE) Office of Environmental Management's (EM's) 30<sup>th</sup> anniversary and the program's many accomplishments, such as the successful cleanup of 90% of the original land area. He acknowledged some site-specific accomplishments, such as Hanford's K-Basin sludge being moved away from the Columbia River, Moab moving 10 million tons of uranium mill tailings to Crescent Junction, and Savannah River's impending Salt Waste Processing Facility operations. He noted that there is a significant amount of work left to do.

Mr. White asked the EMAB to help EM think creatively and innovatively moving forward. He discussed the EMAB's latest charge to analyze the end state contracting approach in EM. He said this approach will incentivize innovation and drive performance. He appreciated the EMAB's input on this topic.

Mr. White also mentioned that he would like the EMAB to analyze EM's technology development and research efforts, referencing the National Academy of Sciences' report, "Breakthrough Solutions and Technologies Needed to Speed Cleanup of U.S. Nuclear Weapons Sites."

### Discussion of EMAB Report: Assessment of Human Resources to Implement the End State Contracting Approach

EMAB Subcommittee Co-Chair Carol Johnson introduced subcommittee members Mr. Mark Fallon, Mr. Frazer Lockhart, Mr. Jim Rispoli, Mr. Tim Runyon, and former EMAB members Ms. Tracy Mustin and Ms. Carolyn Huntoon.

Ms. Johnson described the subcommittee's approach, which entailed interviewing key EM staff that have a role in the development and implementation of end state contracting and Department of Defense staff that have experience with Indefinite Delivery Indefinite Quantity (IDIQ) contracts.

Ms. Johnson noted that the subcommittee did not do a full human resources analysis of EM, but suggested that a detailed analysis should be done in the future.

Ms. Johnson said that it is essential for EM leadership to reaffirm its commitment to end state contracting and to place priority on effectively communicating and delivering this contracting model. She suggested that EM focus on bolstering their contract management operations to effectively implement end state contracting.

The first recommendation of the EMAB report suggests formalizing a written program plan for end state contracting to include a schedule for implementation and roles and responsibilities of all parties. Ms. Johnson said that this will bring greater clarity to stakeholders and showcase the positive effects of the approach. The report recommends a RACI (Responsible, Accountable, Consulted, and Informed) Matrix that clarifies roles and responsibilities at every level of the organization to enable EM to allocate resources where they are needed most.

The recommendation also suggests Project Execution Plans (PEP) at each site to guide specific activities required to implement the end state contracting approach. Ms. Johnson said that having these written plans brings a necessary level of formality to the process, which it is currently lacking.

The second recommendation of the report suggests that EM improve communications between all parties and facilitate a cultural change by formalizing a plan. She said that the EMAB believes EM generally needs increased communication regarding what end state contracting is and isn't, what is expected of the workforce, and how this initiative will change how the work gets done. They also suggest planning to consider the lessons learned from the first contract awards to impact the strategy for future awards.

The third recommendation of the report suggests prioritizing contract management as a technical career path within EM that is essential to the success of end state contracting. The EMAB encouraged EM to apply the necessary resources to support the contract management team. Ms. Johnson noted that a more detailed human resource needs analysis is required to determine what resources are the most critical.

The EMAB suggested that there is a business case for hiring more contract management staff to support end state contracting since the initiative will save money in the long term. The EMAB recommended sharing resources between the sites while making contract management a career enhancing skill through temporary assignments. Ms. Johnson discussed the technical gap created by technical staff retirement.

The fourth recommendation of the report suggests learning from other agencies about their IDIQ contracts and how they train and support their contract management staff.

In conclusion, Ms. Johnson recognized that this initiative is a large effort that requires resources and support to make it successful.

The members of EMAB on the call voted unanimously to pass the recommendation and send it to Mr. White, the Senior Advisor to the Under Secretary for Science.

### **Public Comment**

There were no comments by members of the public.

### **Board Business**

Mr. Borak mentioned the upcoming winter EMAB meeting in Washington, DC, at the Canopy Hilton. He reviewed logistics of the next meeting, where the EMAB will vote to approve the EMAB report “Accelerate Cleanup Completion and Closure across the EM Complex by Facilitating Workforce Community Engagement and Transition.”

The meeting was adjourned at 3:30 PM ET.